UNITED
NATIONS

A

General Assembly

Distr.
GENERAL

A/C.5/48/12/Add.1
21 June 1994

ORIGINAL: ENGLISH

Forty-eighth session
FIFTH COMMITTEE
Agenda item 123

PROGRAMME BUDGET FOR THE BIENNIUM 1994-1995

Integrated Management Information System project

Sixth progress report of the Secretary-General

EXECUTIVE SUMMARY

The aim of the Integrated Management Information System (IMIS) is to make a significant improvement in the quality and timely availability of financial and management data throughout the Organization. The common database and applications, as originally planned, were to deal with personnel management, post management, payroll, accounting, purchasing, travel and budget formulation and execution.

Situation analysis

Five years into the project, it is now possible to declare the IMIS project a technological success. The advanced technology platform chosen was an appropriate one. The software developed and installed to date confirms that the system was well designed, not simply for the purpose of automating current procedures but also as a lead into new and more rational and effective administrative processes.

Resources budgeted for the 1994-1995 biennium ($19.9 million) are adequate for the completion of software development; however, resources needed for implementation of the system, including training, have been inadequately provided for and, in fact, have not in large measure been budgeted. Additionally, internal resources needed to support and maintain such a large system are also inadequate. This situation has been known for some time but has not been dealt with adequately.

The purpose of the present submission is to identify the resources needed to put IMIS in place throughout the Organization quickly so that the Organization can begin to benefit from the significant management support capability of the system.

Additional resources totalling $20.1 million will be needed ($7.3 million for the current biennium and $12.8 million for the next biennium) to ensure successful completion of the project by the end of 1997. If the provision of the resources committed for the current biennium is delayed until the next biennium, that decision will prejudice the installation of the system in offices away from Headquarters, with a consequent additional adverse budget impact, giving rise to additional requirements of $3 million.

The previous failure to deal with the budgetary implications of implementation, maintenance and support costs clearly reflects an overly optimistic assessment of the quality and capacity of existing internal resources that could be involved in the post-development phase of the project. It also represents an underestimation of how incomplete and defective the existing databases of the Organization were. For example, it is known that expenditures have on occasion exceeded budget limits, staff members without valid contracts are on the payroll and multiple staff are charged against the same post. The need to "cleanse" the existing data before entering them into IMIS is a major factor delaying implementation and adding to its cost.

It is acknowledged that the rebudgeting exercise that has now been undertaken for IMIS should have been conducted earlier. But the aggregate cost now proposed - some $70 million, including $8.9 million for maintenance until the end of 1997 - is not out of line with what should have been expected for a project of this size and complexity. In fact it is on the low side compared with the cost experience of other organizations undertaking similar projects. Periodic rebudgeting should be undertaken in the future to avoid similar significant project cost changes since the cost now proposed has no cushion to absorb any further unexpected costs that may well arise.

The IMIS project represents an ambitious effort to make good, through one massive effort, 30 years of neglect in upgrading existing electronic-data processing (EDP) systems. The present antiquated systems cannot be relied upon: they provide bad information and late; they lead to wrong decisions from a management perspective; they are beyond repair; and eventually they will collapse. Realistically, there is no alternative but to complete the project.

IMIS is a necessary technology upgrade. It was not intended as a cost-reduction project, but there will be savings. It is difficult, however, to quantify in monetary terms the benefits that will accrue from the system, owing to the fact that in the majority of cases they cannot be measured by individual functions or by specific organizational unit. For example, executive or administrative offices will not need to keep duplicate accounting files or staffing tables; input of payroll data will almost be eliminated; and manual procedures in central accounting will be substantially reduced. These

savings will be achieved progressively as the full implementation of the system proceeds world wide.

Proposed plan of action

A realistic revised project plan has been developed. Conceptually, it calls for a net increase in spending of $20.1 million comprised of:

(a) Cessation of some software development activities that are now considered premature (a savings of approximately $2.1 million, which offsets part of the increased costs in contractual services);

(b) An increase in other internal resources and contractual services to carry the project to completion ($15.4 million). These expenditures are mainly related to implementation activities;

(c) An increase in maintenance costs of $2.9 million for the current biennium and of an estimated $3.9 million for the 1996-1997 biennium.

The development efforts to be terminated relate to the planned software for the budget formulation application. The present budget formulation methodology, which is not sufficiently focused on the value to Member States of the programmes undertaken, needs to be revised, and possibly zero-based, before it is automated.

The net increase in other internal and external resources totals $13.3 million and comprises additions to the project team at Headquarters, the extension of the duration of appointment of the coordinators at offices away from Headquarters and transitional support at both Headquarters and offices away from Headquarters for completion of conversion and implementation activities, including training and related travel ($6.5 million). Additional contractor costs ($3.5 million) include compensation to the current contractor for delays on the part of the United Nations (now under negotiation) and additional services for up to $1.8 million needed mainly to complete implementation at Headquarters of the accounts and payroll software and for implementation at offices away from Headquarters. Part of these services (estimated at $0.4 million), will be negotiated with the current contractor, while the rest will be obtained through competitive bidding (see para. 21 below). An increase of $1.6 million in training costs for both Headquarters and offices away from Headquarters is also estimated, with an increase in related travel costs of $1.6 million. External assistance for the delivery of training at offices away from Headquarters will also be obtained through competitive bidding. An expected decrease in the cost of the purchase of commercial software offsets a small part of the increases.

The revised IMIS development and implementation plan, together with the rebudgeted costs through 1997, is considered realistic for ensuring the completion of this essential project.

For the 1994-1995 biennium, the estimated expenditures amount to $30 million. Resources available amount to $23 million. The Secretary-General intends to reallocate during 1994 part of the current approved funding of the project to the newly identified activities considered essential for the continuation of the implementation of the system at Headquarters and for the completion of its development up to Release 4 (Payroll). A revised budget for the additional resources needed for 1995 will be submitted to the General Assembly at its forty-ninth session.

I. INTRODUCTION

1. The purpose of IMIS, the first phase of which was approved by the General Assembly in section XII of its resolution 43/217 of 21 December 1988, is to develop an integrated system for the processing of, and reporting on, administrative actions at all major duty stations. IMIS will replace the numerous independent systems, many of which, built many years ago and mostly for regular budget activities, are no longer able to provide the support needed by management at a time of rapidly changing needs and increasing demands made on the administrative sector to support peace-keeping activities and those financed from extrabudgetary resources (see annex II). The main areas covered by the system are: personnel management; post management; accounting; purchasing; travel; and budget formulation and execution. The Secretary-General has since submitted five progress reports, in 1989, 1/ 1990, 2/ 1991, 3/ 1992 4/ and 1993. 5/

2. Release 1 of the IMIS system, comprising personnel applications, was successfully installed at Headquarters at the end of September 1993. The implementation of the first release confirmed the need for the system, the benefits that the Organization and Member States will derive from it and the validity of the technological choices that had been made. It has also revealed, however, that the Organization's strategy for the completion of the software construction phase of the system and for its successful implementation world wide had been inadequate. In early May 1994, a thorough reprogramming and rebudgeting of the project was therefore undertaken with the aim of redefining the level of resources that will be required for its completion and of determining the resources that can be internally reassigned to the project, all for the purpose of providing Member States with all the necessary accurate information to make an informed decision on the proposals being submitted.

II. SCOPE AND EXPECTED BENEFITS

3. It will be useful to describe briefly the state of data currently available to the Organization on the present antiquated systems. In summary, the information on financial and personnel matters available is:

(a) Often inaccurate, because of delays in the recording of data;

(b) Inconsistent, owing to the fact that it is maintained in different separate systems world wide;

(c) Incapable of affording management the possibility of timely monitoring of the utilization of resources or enabling it to make informed decisions.

4. Most information provided from the central systems, as computer printouts, reflects outdated situations and can rarely be used by managers for their daily operations. This has led to duplication by way of mutually inconsistent manual or automated staffing lists and spreadsheets throughout the organizational units.

5. The situation described in detail in the report of the Secretary-General submitted in 1988 6/ has worsened since then, mainly because of the increased backlog in the processing of personnel actions and the complexities related to the consolidation of data originating from offices away from Headquarters and field accounting for peace-keeping operations. The following are examples of problems now being faced that are primarily attributable to the lack of reliable systems:

(a) The Department of Administration and Management lacks reliable information with which to monitor the personnel and financial situation of the Organization effectively and to take promptly the corrective actions that may be required;

(b) It is impossible to know at any given time how many staff members are actually employed both locally, at each duty station, and at the level of the Organization as a whole. Information, often incorrect, is normally available only retroactively;

(c) It is impossible to monitor actual post utilization and incumbency and the actual vacancy rate on a timely basis. This information has so far been prepared by manual means retroactively;

(d) Staff members are often maintained in the payroll without valid contracts;

(e) Cumbersome and labour-intensive procedures have to be followed for closing accounts;

(f) The delayed processing of personnel actions can lead to inaccurate accounting;

(g) The Organization still lacks an up-to-date inventory of non-expendable property.

6. The IMIS system, by providing timely recording of all the transactions on line, will, among other things, overcome such problems. By keeping a detailed log of the users who processed and approved the individual transactions in the system, it will also provide a tool for increasing the accountability of the staff members concerned.

7. The implementation of the first release of the system in September 1993 enabled the Secretariat, for the first time, to identify in a consolidated manner all the issues related to the contractual situation of staff and to post incumbencies at Headquarters. The situation the system brought to light was such that, eight months after the start of the system, the cleansing of data and regularization of the administrative situation of the staff at Headquarters is still under way; completion is expected by the end of July 1994. To achieve this target, during the last few weeks, the Department of Administration and Management has made a determined and concerted effort, in cooperation with the Field Operations Division and the Executive Offices, to assign staff to cleanse the existing imperfect personnel data. As a result, the first release will

constitute the first major benefit that the system will have provided to the Organization and to Member States.

8. A more detailed description of the benefits expected to be provided by the system in all areas as well as a list of the systems that will be replaced by IMIS at all duty stations are contained in annexes I and II to the present report. There is no doubt that the implementation of the IMIS project, because of its design and conception, will provide the essential tools for the effective financial and personnel management of the Organization as a whole.

III. ORIGINAL PROJECT PLAN

9. The initial plan of the project 7/ was based on the acquisition of an existing software and on its customization. The technology for its implementation was dictated by the software selected, which was, at that time, under development by the Food and Agriculture Organization of the United Nations (FAO).

10. The original budget was limited to the development of the software and to the purchase of hardware and software. 8/ Implementation and maintenance-related costs, including training, however, were not budgeted. They were very difficult to estimate at that time, but were nevertheless known to be necessary.

11. The new system bears very little resemblance to the one originally planned: the technological platform selected is more advanced; 9/ the scope of the applications developed is broader; 10/ and the system is planned to be implemented by stages. It should be noted that the financial impact of these changes was underestimated and consequently no budget revisions were made when these decisions were taken.

12. The internal resources needed for supporting such a large project were also heavily underestimated. In 1992, at the request of the General Assembly in its resolution 46/185 B of 20 December 1991, the project was reviewed by an independent panel of experts. In their report to the Advisory Committee on Administrative and Budgetary Questions (ACABQ), the experts stressed, among other things, the fact that the IMIS project team had been understaffed since the inception of the project. The experts specifically indicated that the size of the team should have been at least three times larger than the current team of 10 United Nations staff members. The shortage of staff resources led to delays in the development of the software since the team could not reasonably be expected to cope with the volume of work involved.

13. The experts also stressed the need for the Organization to undertake a series of actions in preparation for the implementation of the system. Those recommendations were attached to the report that ACABQ submitted to the General Assembly at its forty-seventh session. 11/ However, other activities such as the increased demands of peace-keeping operations and the reorganization of the Secretariat had to be given higher priority. The assignment to the field of a very high number of qualified staff of the Department of Administration and Management, who could not be replaced with equally qualified temporary staff,

also limited the capacity of the Department to assign additional resources to the project.

14. This untenable situation led to the assumption on the part of the IMIS project team of additional responsibilities for the implementation as well as the maintenance of the system. That, in turn, led to delays in the development and implementation of the system and to related increased costs.

IV. REVISED PROJECT PLAN

A. Methodology

15. The reprogramming of the project has been based on the following methodology:

(a) Adoption of measures to reinforce the commitment of the Department of Administration and Management at the highest level to ensure successful completion of the project;

(b) Reassessment of the resources needed for completing the construction of the software. In this context, due account was taken of discussions held with the Board of External Auditors in April 1994 and of the views expressed by the independent panel of experts in 1992, both concerning the size of the team and the transition management;

(c) Reassessment of the strategy to be adopted for the implementation of the system at offices away from Headquarters, taking into account the difficulties experienced at Headquarters with the implementation of Release 1;

(d) Determination of the level of outside assistance that may be required during a transitional period until it can be reasonably expected that the Organization will be in a position to assume full responsibility for the maintenance of the system;

(e) Reassessment of the capacity of the Organization to support the development of the applications not yet completed, taking into account the skills available within the Organization. In this connection, due account was taken of the discussions held with the Board of External Auditors in April 1994;

(f) Review of the resources that could be made available within the Department of Administration and Management for implementation tasks related to Release 3 (Accounting and procurement).

16. The rebudgeting was conducted on the basis of specific assumptions, which are described below in detail, under each object of expenditure. These assumptions have also been substantiated by comparison with those contained in a plan that the current contractor was requested to prepare independently within the framework of its current contract.

17. To determine the additional resources needed, the overall level of effort required was first established, together with the level of resources already

available within the Department of Administration and Management itself, including the IMIS team. It was then determined which functions could be performed by additional staff members and which functions would require contractor assistance. The overall strategy has been to ensure that serving staff be associated with all tasks in order to ensure a full transfer of knowledge from the contractor. The plan aims at the assumption by the United Nations of all IMIS-related functions by mid-1997.

18. Towards this end, the Department of Administration and Management has recently reassigned to the project the following staff:

(a) Two programmers full time from the Electronic Services Division for training in the maintenance of the General Service applications;

(b) Six system accountants or finance officers full time from the Office of Programme Planning, Budget and Finance for testing and implementation activities related to Release 3;

(c) Three Professionals and eight General Service staff from the Office for Human Resources Management full time;

(d) Additional staff on a part-time basis, as and when required, from the Office for Human Resources Management, the Office of Programme Planning, Budget and Finance and the Office of General Services.

19. In addition, the Electronic Services Division has assumed responsibility for the technical maintenance of the system and of the related hardware as well as the central access security function and the central help desk.

20. It should also be noted that, in addition, the Economic Commission for Latin America and the Caribbean (ECLAC) has assigned a full-time finance officer for six months to assist in the testing of the system.

21. In terms of contractual services, it should be noted that the contract with the current contractor has been under renegotiation for several months as a result of a claim for compensation for delays on the part of the United Nations. The negotiations have been expanded to cover the changes arising from the reprogramming of the project activities. It is intended to limit the increase in the value of the current contract to the following: reduction in scope, which should generate a credit of $2.1 million; implementation and maintenance assistance until completion of Release 3 (estimated up to a maximum of $1.8 million); and part of the training delivered at Headquarters. All other external assistance required will be obtained either through new competitive bidding or, whenever feasible, through the services of staff members from other organizations of the United Nations system serving on a reimbursable loan basis.

B. Management of the project

22. The Secretary-General is fully committed to the successful implementation of the project and has been kept fully informed of the developments regarding IMIS and of the reprogramming of the project.

23. It is now recognized that the commitment of the Organization as a whole, and the Department of Administration and Management in particular, to the success of the project has to be reinforced.

24. Accordingly, special measures have been taken to strengthen the role of the IMIS Steering Committee, which is chaired by the Under-Secretary-General for Administration and Management. The day-to-day management of the project has now been assigned, as a priority, to the Assistant Secretary-General in charge of Conference and Support Services. 12/ The Committee, whose terms of reference have been revised, has been meeting twice a month in order to review progress and decide on priorities and allocation of resources.

25. It is proposed to strengthen the project team and to consolidate the responsibilities for coordinating the development, implementation and maintenance activities. A study to determine the most appropriate organizational structure for the long-term maintenance of the system will be undertaken shortly. As recommended by the independent experts in 1992, this study will be conducted in conjunction with a better definition of the long-term information technology of the Organization.

C. Review of the scope of the project

26. As indicated in the progress report submitted to the General Assembly at its forty-seventh session, 13/ the original scope of the project was considerably expanded during the design and development phases of the system. With the implementation of Release 1, it became apparent, however, that the Organization had to determine whether it is currently in a position to implement the entire system as originally planned or whether it would be advisable temporarily to postpone the development and implementation of part of the system so that the existing resources could be used to ensure successful completion of the core of the system. Such a possibility was also discussed with the Board of External Auditors in April 1994.

27. As of the end of May 1994, Release 1 (Personnel management) had been implemented, Release 2 (Staff entitlements and recruitment) had been completed and was ready for implementation and the core software of Release 3 (Accounting) was being tested. Together, these three releases represent more than 75 per cent of the system in terms of the estimated work required for development. Release 3 is essential in order to enable the Organization to acquire better control over its financial resources. Its completion and implementation cannot and should not be delayed.

28. Construction work (actual programming) has not yet started for payroll (Release 4) and budget formulation and world-wide data transmission (Release 5). It has been determined that the completion of payroll applications is imperative since the current systems are obsolete. Moreover, if the integrated payroll is not developed, the controls built in other parts of the system could be bypassed. Equally, the transmission software that will enable exchange of data between Headquarters and offices away from Headquarters is required for implementation at offices away from Headquarters.

29. The Secretary-General has therefore concluded that the most responsible course of action is to concentrate on the completion of Releases 3 (Accounting) and 4 (Payroll), reducing the scope of the project by not implementing the budget formulation applications (Release 5). It should be noted that the budget execution applications, including the automated checking of availability of funds before a transaction is completed, will be available as of the implementation of Release 3. The reduction in scope of the project, offset by the additional applications described in the progress report submitted to the General Assembly at its forty-seventh session, will free some resources, estimated at about $2.1 million, that could be devoted to the most immediate needs and in particular to the implementation activities.

D. Revised implementation schedule

30. The implementation schedule has been revised, taking into full account the experience gained from the implementation of Release 1 at Headquarters (see below).

31. At Headquarters, the timing of the implementation of Release 2 at the end of the third quarter 1994 is determined by the need to complete the cleansing of personnel records, scheduled for the end of July 1994 and to run the system with full data for a period of three months.

32. Provided adequate resources are made available, Release 3 (Finance and accounting) could be implemented by the end of the second quarter of 1995. This date is based upon the current status of development and testing and takes into account the transition-related activities, the magnitude of which should not be underestimated. In that respect, since the procedures that will be followed when the IMIS finance module is introduced will be very different from those currently followed, much work is required to produce documentation, revise the current manuals on procedure, develop reports, convert the current account codes to the new ones and develop interfaces with other systems (i.e. the tax system, banking information software, etc.). It should be borne in mind, however, that successful implementation, as indicated above, is contingent on the necessary staffing resources being available by early July at the latest; otherwise slippage in the implementation schedule will occur.

33. The implementation of Release 4 during the last quarter of 1995, running concurrently with the present system, is dependent upon starting the construction phase before the end of 1994. The implementation for actual production with the related phasing-out of the current payroll is scheduled when the two systems have run concurrently for four months, a period during which the accuracy of the new system will be tested and compared with the current system.

34. The planning of the implementation at offices away from Headquarters would start in October 1994 with a visit of a team of three persons (two staff members and one consultant) to assess, for each duty station, the technological infrastructure, the status of data available and the technical training needs. On the basis of these findings, the IMIS team at Headquarters, in close cooperation with the local coordinators, will establish detailed implementation plans for each office.

35. The implementation itself will be in three stages:

(a) Installation of the software and tuning of the technical architecture;

(b) Implementation of Releases 1 and 2 by a team of Headquarters staff and contractors;

(c) Implementation of Releases 3 and 4 by a team of Headquarters staff and contractors.

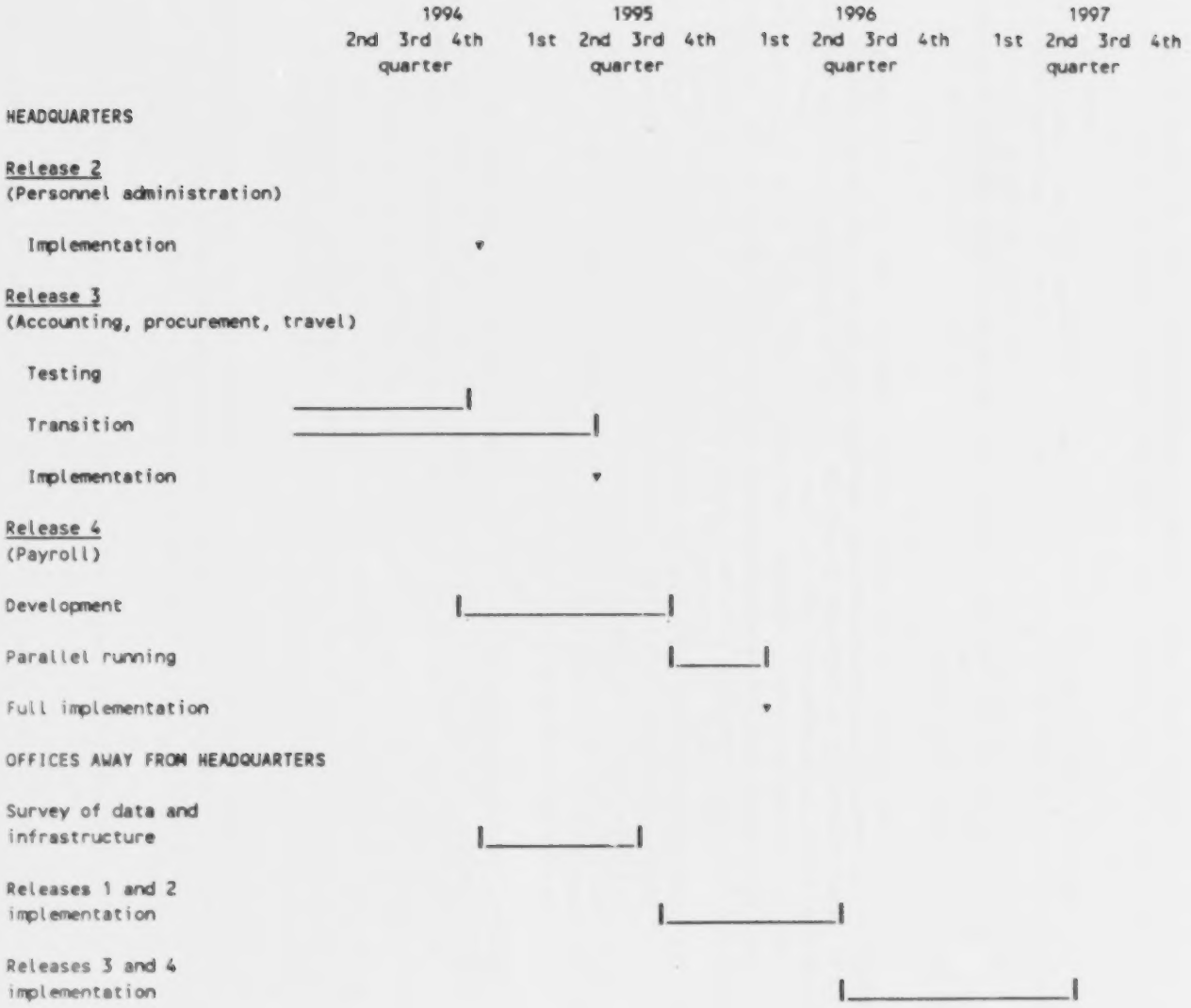
36. The staged implementation of the first two releases concerning human resources management at offices away from Headquarters is scheduled to start during the third quarter of 1995. After the initial installation of the software, the implementation would be conducted by teams composed of United Nations staff and contractors. They would be in charge of all the implementation-related activities (technical installation of the software, training, initial help desk and user assistance during the initial phase of the implementation).

37. The staged implementation of Releases 3 and 4 would start in May 1996, i.e, after the accounts for the biennium 1994/1995 have actually been closed. In view of the complexities of these releases, there will be a 12-month cycle for implementation. In this case, too, the implementation will be conducted by two separate teams.

V. DEVELOPMENT COSTS: ADDITIONAL REQUIREMENTS FOR THE PROJECT IN 1994-1995 AND PROJECTED REQUIREMENTS FOR 1996-1997

38. The attached table shows the revised estimates for 1994-1995 and projected costs in 1996-1997 for the completion of the project according to the revised schedule and implementation strategy proposed above. In the proposed programme budget for 1994-1995, the total cost of the project was estimated at $47,881,200. The present estimates involve an increase of $4,464,400 in the current biennium and projected expenditures of $8,834,400 in 1996-1997. As explained above, this increase relates primarily to previously unbudgeted implementation requirements. Additional maintenance requirements are dealt with in section VI below. The detailed requirements for the completion of the project are described below, by object of expenditure.

Implementation schedule



A. Staff costs

39. The programme budget for 1994-1995 provides for the following staff costs:

(a) The project development team at Headquarters (one D-1, five P-5s, three P-4s, one P-3 and three General Service (Other level) through 31 December 1994;

(b) Regional coordinators at the P-4 level at seven offices away from Headquarters for 24 months each.

40. A net increase of $2,781,000, taking into account an unexpended balance of $116,900, will be required in 1994-1995 and $3,780,800 in 1996-1997 for the following purposes (see annex III):

(a) Continuation of the existing project team in 1995 ($1,137,100) and in 1996-1997 ($1,474,300). Staff working on Releases 1 and 2 would be phased out in 1996; staff working on Release 3 and the technical team would be phased out during the first six months of 1997;

(b) Strengthening of the project team (see para. 25 above). It is proposed to add five new Professional staff as follows:

(i) An implementation coordinator (P-5), who will assist the Chief of the project with all implementation-related activities, in particular for offices away from Headquarters, and who will also be in charge of the coordination of training and system access security issues, in cooperation with the Training Service in the Offices of Human Resources Management and the ESD;

(ii) A systems analyst (P-4) for implementation at offices away from Headquarters, who will be responsible for all data-related issues for those offices (data structure, data completion, testing of conversion and so forth);

(iii) An administrative officer (P-3), who would assist the Chief of the project with all administrative issues, such as contracts with vendors, payments, budget, staffing, procurement and liaison with offices away from Headquarters;

(iv) A payroll coordinator (P-4) and a payroll systems analyst (P-4), who would be responsible for payroll-related development and implementation under the supervision of the coordinator for budget and finance.

This will involve additional costs of $671,300 in 1994-1995 and $779,500 in 1996-1997.

(c) Temporary staff at the P-3 level for 201 work-months to perform the following implementation-related functions: report writing (60 work-months), revision of manuals and procedures (48 work-months), acceptance testing

(57 work-months) and interfaces (36 work-months). This would involve additional costs of $1,392,100 in 1994-1995;

(d) Appointment of coordinators at offices away from Headquarters for 36 work-months instead of 24 work-months (15 work-months in 1994-1995 and 21 work-months in 1996-1997) and assigning at each office one additional P-3 for up to 12 work-months (9 work-months in 1994-1995 and 3 work-months in 1996-1997), if required, to assist with the setting-up of the technical infrastructure and the initial running of the system. This will involve a reduction in costs of $302,900 in 1994-1995 and requirements estimated at $1,526,900 in 1996-1997, for a net increase of $1,224,000.

B. Contractual costs

41. The current contract for developing the system is being reviewed to reduce the scope of the project (see paras. 26-29 above), revise the development-related costs of payroll applications and provide for implementation support services until April 1995 (data cleansing, implementation coordination, data collection for testing), as well as maintenance support (see sect. VI below). The revised contract would cover the completion of the system up to Release 4 and implementation of up to Release 3 at Headquarters. Additional implementation support would be required for the implementation of Release 4 and for implementation at offices away from Headquarters.

42. It is estimated that a net increase of $3,517,000 will be required for contractual services for the completion of the project, of which $1,465,400 will be required in 1994-1995. The increase relates to the following:

(a) An increase in the value of the current contract, including payment for delays on the part of the United Nations, of up to $1.8 million, of which $0.8 has already been budgeted, with a net increase in costs of $1 million;

(b) Implementation support estimated as follows:

(i) Software modification for offices away from Headquarters ($2 million, of which $1 million has already been budgeted) with a net increase of $1 million (services to be obtained through competitive bidding);

(ii) Revision of manual and desk procedures for offices away from Headquarters ($1.1 million, of which $0.5 has already been budgeted) with a net increase of $0.6 (services to be obtained through competitive bidding);

(iii) Data analysis and cleansing for payroll both at Headquarters and offices away from Headquarters ($1 million, of which $0.5 million has already been budgeted), with a net increase of $0.5 million (services to be obtained through competitive bidding);

(c) Increase in the estimate for the workflow study at Geneva ($450,000), based on the results of a request for proposals issued earlier in January 1994.

43. Already covered in the current budget are other costs to be incurred relating to the French version of the system, data entry for offices away from Headquarters, implementation assistance for offices away from Headquarters (software installation, data conversion and miscellaneous consultancy services (quality assurance consultant, review of testing methodologies and procedures) (services to be obtained through competitive bidding).

C. Travel costs

44. Based on the revised implementation strategy for offices away from Headquarters (see paras. 34-37 above) an increase of $351,800 is required for travel in 1994-1995 and $1,319,900 in 1996-1997. A large proportion of the travel costs relate to training at offices away from Headquarters. The travel requirements have been estimated as follows:

(a) A survey team of three persons (2 staff members and 1 contractor) for 1 week at each office away from Headquarters to assess technical infrastructure and data;

(b) A technical implementation team of 2 (1 staff member and 1 contractor) for 2 weeks at each office away from Headquarters to install the software;

(c) A team of 8 persons (3 staff, 5 contractors) for an average of 8 weeks at each office away from Headquarters to implement Releases 1 and 2;

(d) A team of 10 persons (4 staff, 6 contractors) for an average of 10 weeks average at each office away from Headquarters to implement Releases 3 and 4;

(e) Travel of 3 staff members from each office away from Headquarters (1 for each functional area (personnel, general services and finance) for 45 to 90 days (45 days for general services and human resources, 90 days for finance) to work with Headquarters staff on IMIS in operation and to familiarize themselves with the system in operation;

(f) Other travel of project staff to offices away from Headquarters, as required (6 one-week trips per biennium).

D. Training

45. An increase of $1,657,700 is foreseen for training, of which $145,700 would be needed in 1994-1995. The training costs for Headquarters staff have been revised on the basis of the experience gained from the implementation of Release 1 and the projected costs for Release 2.

46. The cost increase for the delivery of training has been partially offset by an estimated amount of $300,000 to take into account the reduction in the development costs of the training material and of the online training facility as a result of the reduction in scope of the project (see para. 29 above).

E. Communications, supplies and miscellaneous

47. Operating expenses have been budgeted only up to 31 December 1994 and thus will increase with the extension of the project (communications by $109,700 and supplies and miscellaneous by $37,900). The requirements under supplies include stationery required for the training programme, part of the cost of which will be incurred in 1996, with a consequent reduction in 1994-1995.

F. Hardware and software

48. No changes are foreseen for hardware purchases. On the basis of the contracts recently negotiated with software vendors, a decrease of $257,000 is expected under software acquisition.

VI. MAINTENANCE COSTS: ADDITIONAL REQUIREMENTS FOR 1994-1995 AND PROJECTED REQUIREMENTS FOR 1996-1997

49. As indicated above, the long-term maintenance strategy for the system will be addressed within the framework of a review of the information policy of the Organization (see para. 25 above). The Department of Administration and Management has identified the staff members who will be responsible for the technical maintenance of the software. The core maintenance activities will be performed by the existing technical sections of the Office of Human Resources Management and OPPBF and by the ESD. They will be entrusted with IMIS-related activities such as the help desk, the maintenance of manuals and procedures and the generation of reports. These are new activities that will require additional resources.

50. Once the system is fully implemented at all offices, particularly in the finance area, resources will become available for redeployment to these activities. During a transition period until the system is fully deployed, additional resources will be required for maintenance. As is the case for implementation, the amount of support required from the contractor for maintenance during the early implementation of the system was not foreseen. Additional support from a contractor for a limited period is considered the most effective way to proceed to close the shortfall. Every effort will however be made to obtain qualified staff from Organizations of the United Nations system on reimbursable loan.

51. It should also be noted that a jointly financed study is currently being conducted by the International Labour Organization (ILO), the United Nations Development Programme (UNDP) and the Office of the United Nations High Commission for Refugees to determine the feasibility of a common maintenance strategy for the systems of the four organizations. ILO and the United Nations have reached a tentative agreement, so far, for the use of a common software, duly customized to meet the specific needs of ILO without affecting the system as originally designed for the United Nations.

52. Provision was made in the programme budget for 1994-1995 for the following maintenance costs:

(a) Continuation of five project team staff (one P-5, three P-4 and one P-3) during 1995 to provide software maintenance until the phasing-out of the existing systems;

(b) The costs of a maintenance contract under the terms of the warranty under which the contractor would be responsible for modifications to the system and supervising the modifications made by United Nations staff;

(c) Maintenance costs for hardware and proprietary software.

53. Additional requirements of $2,872,800 are foreseen for 1994-1995. In order to provide a comprehensive picture of IMIS-related costs through 1996-1997, maintenance costs of $3,946,000 are also estimated for that biennium. The detailed requirements are as follows:

A. General temporary assistance

54. Under the revised implementation strategy, the project team would be phased out during 1997. The existing provision for a maintenance team (one P-5, three P-4 and one P-3) in 1995 ($558,100) is therefore no longer required. Instead, 63 work-months at the P-3 level would be required for temporary assistance to maintain the current finance systems while existing staff are being trained to maintain IMIS ($436,700). This results in a decrease under this object of $121,400 in 1994-1995.

55. Two Professional posts (one P-5 and one P-2) and five General Service posts (Other level) are also required in the Office of Human Resources Management, one of the areas most affected by the introduction of IMIS in view of the lack of modern tools before IMIS, to strengthen the maintenance and users' support team. The estimated costs amount to $0.2 million for 1994 and $0.5 million for 1995. This group will be responsible for help-desk assistance to all duty stations. The Department is looking for solutions to finance these positions through redeployment of internal resources although this may be only partially possible. This issue will be addressed further in the Secretary-General's report to the General Assembly at its forty-ninth session.

B. Contractual costs

56. Based on experience with Release 1, additional assistance is required from contractors for maintenance support services and setting up the long-term maintenance of the system. This involves modifying the software, developing additional interfaces, providing help-desk support and training United Nations technical staff to take over these functions. The requirements for software modification are normally high immediately after a new system has been implemented and can be expected to decline. It is further expected that these functions will progressively be taken over by United Nations staff by April 1997. The additional requirements amount to $3,701,500 for 1994-1995 and $2,537,300 for 1996-1997.

C. Hardware and software maintenance

57. There is a decrease of $707,300 in the requirements for the maintenance of hardware and commercial software in 1994-1995 because the acquisition of equipment has been deferred one year and because there is a one-year warranty period. The projected costs in 1996-1997 are estimated at $1,408,700.

VII. CONCLUSIONS AND RECOMMENDATIONS

58. The experience gained so far in implementing IMIS underlines the importance of the completion of the project through Release 4 (Payroll) and its early implementation at offices away from Headquarters. In the Secretary-General's view this is essential in order to enhance the capability of the Organization to fulfil its mandate effectively and efficiently and to provide Member States with clear and timely information on the utilization of resources. It will also strengthen the accountability of managers with financial and personnel responsibilities.

59. In order to complete Releases 3 (Accounts) and 4 (Payroll) and implement them at Headquarters, the Secretary-General would intend to reduce the scope of the project and proceed with the recruitment of the staff needed to strengthen the IMIS project team and the temporary staff needed for the completion of Release 3. He also intends to secure contractual assistance for implementation of Release 3 at Headquarters, payroll development and system maintenance.

60. Net additional requirements in 1994-1995 are currently estimated at $7,337,200, of which $2,872,800 relates to maintenance. The Secretary-General intends to reallocate during 1994 part of the currently approved funding of the project to the newly identified activities considered essential for the continuation of the implementation of the system. The Secretary-General additionally proposes to report further on this matter to the General Assembly at its forty-ninth session after the conclusion of negotiations with the present contractor and proposals from other potential contractors and a further review of the scope for absorption of additional costs. Since the increase in project costs relates primarily to implementation costs, which were not included in the original project design, the Secretary-General intends to propose that any net increase in the cost of the project reported to the General Assembly should be a charge on the regular budget of the Organization.

61. The experience in system development and implementation in both the private and the public sectors of projects of similar size and scope has demonstrated that the budget needs to be constantly reviewed because it is extremely difficult, if not impossible, to foresee all the constraints that may be faced, and in spite of the fact that every effort has been made to make accurate forecasts. It is therefore proposed to submit to the ACABQ twice a year a progress report outlining the progress in the implementation of the plan and report on the modifications that may need to be introduced owing to unforeseen factors, even when no financial implications are involved.

62. As indicated above, it is now anticipated that the project will be completed by mid-1997. Related requirements in 1996-1997 will, therefore, be included in the Secretary-General's proposed programme budget for that biennium.

Notes

1/ A/C.5/44/8.

2/ A/C.5/45/20.

3/ A/C.5/46/24.

4/ A/C.5/47/27.

5/ A/C.5/48/12.

6/ A/C.5/43/24, paras. 5-13.

7/ A/C.5/43/24, para. 45.

8/ Ibid., para. 40.

9/ Ibid., paras. 8 (a) and (c).

10/ A/C.5/47/27, para. 48.

11/ A/47/7/Add.8.

12/ A/C.5/48/12, para. 26.

13/ A/C.5/47/27, para. 48.

REVISED ESTIMATES FOR THE INTEGRATED MANAGEMENT INFORMATION SYSTEM 1989-1997

(At current prices)

	Budgeted 1989-1993	Expenditures 1989-1993 (a)	Balance End 1993	Budgeted 1994-1995	Available 1994-1995	Revised Estimate 1994-1995	Increase/ Decrease	Estimate 1996-1997 (b)	Total 1989-1997	Budgeted 1989-1995	Increase/ Decrease
PROJECT BUDGET											
General temporary assistance	4,233,600	4,116,700	116,900	3,074,800	3,191,700	5,972,700	2,781,000	3,780,800	13,870,200	7,308,400	6,561,800
Travel	451,400	395,900	55,500	470,000	525,500	877,300	351,800	1,319,900	2,593,100	921,400	1,671,700
Training	1,494,000	1,077,300	416,700	2,365,000	2,781,700	2,927,400	145,700	1,512,000	5,516,700	3,859,000	1,657,700
Contractual services	20,340,600	19,062,600	1,278,000	8,951,500	10,229,500	11,694,900	1,465,400	2,051,700	32,809,200	29,292,100	3,517,100
Communications	111,300	111,000	300	50,000	50,300	80,000	29,700	80,000	271,000	161,300	109,700
Supplies/misc.	130,000	99,900	30,100	127,000	157,100	105,000	(52,100)	90,000	294,900	257,000	37,900
Hardware	1,429,700	1,288,300	141,400	1,985,300	2,126,700	2,126,700	0		3,415,000	3,415,000	0
Software	1,885,000	859,900	1,025,100	782,000	1,807,100	1,550,000	(257,100)		2,409,900	2,667,000	(257,100)
Total project	30,075,600	27,011,600	3,064,000	17,805,600	20,869,600	25,334,000	4,464,400	8,834,400	61,180,000	47,881,200	13,298,800
MAINTENANCE BUDGET											
General temporary assistance				558,100	558,100	436,700	(121,400)		436,700	558,100	(121,400)
Contractual											
Software modifications				696,100	696,100	3,281,700	2,585,600	1,648,600	4,930,300	696,100	4,234,200
Help desk						1,115,900	1,115,900	888,700	2,004,600	0	2,004,600
Total contractual				696,100	696,100	4,397,600	3,701,500	2,537,300	6,934,900	696,100	6,238,800
Hardware/software				909,800	909,800	202,500	(707,300)	1,408,700	1,611,200	909,800	701,400
Total maintenance				2,164,000	2,164,000	5,036,800	2,872,800	3,946,000	8,982,800	2,164,000	6,818,800
TOTAL REQUIREMENTS				19,969,600	23,033,600	30,370,800	7,337,200	12,780,400	70,162,800	50,045,200	20,117,600

(a) Including the following adjustments to the accounts made in 1994: an increase of $1,023,100 under training; a decrease of $92,300 under contractual services; and a decrease of $97,800 under hardware

(b) At 1994-1995 rates

ANNEX I

LIST OF IMPROVEMENTS IN THE UNITED NATIONS OPERATING ENVIRONMENT
THAT WILL RESULT FROM THE IMPLEMENTATION OF IMIS

A. Finance and accounting improvements

ID	IMIS feature	Benefit
FM1	Provides funds control through on-line funds availability checking as financial transactions are processed.	Prevents overspending and provides the basis for accurate and timely status of funds reporting.
FM2	Automatically generates and posts accounting entries based on business transactions entered in IMIS.	Ensures accounting for the United Nations is accurate and timely and reduces the level of effort required to post and record accounting entries.
FM3	Provides on-line edit and validation of financial transactions	Ensures timely and accurate financial reporting and reduces the number of journal vouchers required to record correcting entries.
FM4	Provide on-line approval of journal vouchers.	Provides control over journal vouchers entered by requiring on-line approval.
FM5	Automates the account closing process, including standard closing entries and the capability to roll forward unliquidated obligations to the next period.	Facilitates and expedites the closing process by minimizing the number of manually prepared journal vouchers and other manual closing procedures.
FM7	Provides standard organization-wide financial management reporting at both the summary and detailed level for access by authorized users.	Facilitates the analysis and monitoring of financial information.

/...

ID	IMIS feature	Benefit
FM8	Provides the capability to maintain accounting reference table data such as the account code structure, posting rules, programme support cost rates, responsibility centres, peace-keeping assessment categories, and physical locations (e.g., country); and validates transactions entered against the tables.	Creates a consistent basis for consolidating financial information and integrating budgeting and accounting data, and ensures validity of transactions entered.
FM9	Provides on-line approval of allotments/sub-allotments.	Provides control of allotments and sub-allotments entered by requiring on-line approval.
FM10	Provides automated capability to identify discrepancies between authorized amounts and inter-office voucher (IOV) amounts.	Facilitates the monitoring of authorized versus processed IOV transactions.
FM11	Integrates purchasing, accounts payable, and disbursement information in IMIS.	Improves the ability of the United Nations to respond to payment inquiries, reducing the time required to track and follow-up on disbursement/ invoice questions from vendors and other payees. Eliminates redundant data entry.
FM12	Provides a central repository of payee and payer information by using a unique identifier for a vendor, staff member, third party, country or any other UN payer or payee.	Improves control over payments by facilitating the adjustment of payments against receivables. This supports the prevention of making a payment to a payee whose outstanding receivables balance exceeds the payment amount.
FM13	Automates matching of invoices to receiving reports and purchase orders (contracts).	Expedites payment process, providing the capability to take advantage of vendor discounts, improve vendor relationships, and enhance cash flow management.
FM14	Provides on-line approval capability for the creation, amendment, and cancellation of payment vouchers.	Provides control over transactions entered by requiring an on-line approval.
FM15	Integrates billing and receipt data for pledges and other receivables.	Expedites matching receipts to receivables.

ID	IMIS feature	Benefit
FM16	Provides automated support for the calculation of assessment amounts and generation of bills, pledge letters and assessment letters.	Facilitates the establishment of receivables and generation of bills, pledge letters and assessment letters. Calculates assessment amounts.
FM17	Provides the capability to establish, adjust, cancel, and write-off a receivable with on-line approval.	Provides control over accounts receivable transactions entered by requiring on-line approval.
FM18	Integrates accounts receivable information.	Provides timely and accurate status of receivables information and facilitates the tracking of current and aged receivables.
FM19	Provides the capability to reconcile bank account automatically.	Expedites the reconciliation process for bank accounts currently reconciled manually and moves control over the reconciliation of bank accounts currently reconciled by Chemical Bank to the United Nations. Eliminates the need for Chemical Bank to perform bank account reconciliations for the United Nations.
FM20	Provides an on-line query of unreconciled bank transactions.	Assists in the monitoring of current and aged unreconciled bank transactions.
FM21	Provides integration of treasury and accounting data. Automatically updates cash book balances based on disbursements, deposits, and other transactions affecting cash.	Improves the UN's ability to forecast short-term and long-term cash requirements by providing up-to-date information on: (a) Bank account activity (b) Investment activity (c) Cash flow and cash requirements Eliminates redundant data entry.
FM22	Provides on-line capability to track investments and their maturity dates.	Facilitates the tracking of investments and their maturity, providing improved capability for making investment decisions.

ID	IMIS feature	Benefit
FM23	Provides automated capability to maintain investment terms for an investment including variable interest rates.	Facilitates the tracking of investments, providing improved capability for making investment decisions.
FM24	Provides an automated distribution of paid earnings to funds and produces a comparison of accrued earnings against paid earnings for investments.	Ensures the accurate distribution of paid earnings and facilitates the review of accrued versus paid earnings.
FM25	Provides the capability to maintain and report on current and historical bank and bank account information and record the opening and closing of bank accounts.	Facilitates the tracking of banks and bank accounts and ensures the validity of bank transactions entered. Eliminates the need to manually track historical bank account information.
FM26	Provides the capability to maintain and report on all valid currencies and exchange rates.	Facilitates the tracking of currencies and exchange rates. Ensures transactions are entered only for valid currencies. Automatically calculates United States dollar equivalent of foreign currency transactions and revalues obligation balances as part of the closing process.
FM27	Provides book balances by bank account prior to approving disbursements.	Facilitates the review of cash availability prior to disbursing.
FM28	Provides on-line approval to release disbursements.	Ensures control over the release of disbursements.
FM29	Automatically updates accounts payable when payment is made.	Ensures quality and timeliness of accounting for payment transactions and reduces the level of effort required to enter, post, and track payment transactions.
FM30	Automatically updates payment vouchers with check numbers.	Greatly facilitates tracking and follow-up of disbursements/invoice questions from vendors and other payees by creating an audit trail of payment transactions and associated check numbers.

ID	IMIS feature	Benefit
FM31	Provides on-line payment history data.	Facilitates research and auditing of transactions, and trend analysis.
FM32	Provides system controls and manual procedures which support segregation of duties and safeguarding of negotiable instruments.	Produces a secure and reliable facility for controlling the receipt, investment, and disbursement of cash.
FM33	Provides consistent manual and automated budget formulation procedures.	Supports the timely and efficient preparation of the regular, extrabudgetary and peace-keeping budgets.
FM34	Provides decision support for the assignment of budgeted resources and their standard costs.	Supports timely and efficient preparation of the regular, extrabudgetary and peace-keeping budgets.
FM35	Provides more timely comparison of previous budgeted amounts and actual expenditure amounts for use in forecasting budgeting needs.	Supports timely and efficient preparation of the regular, extrabudgetary and peace-keeping budgets.
FM36	Provides the history of changes in the organization and format of the budget. Changes include, for example, the addition of a new section and/or format modifications to the budget due to UN organizational changes.	Enabler the United Nations more easily to track changes in the organization and format of the regular, extrabudgetary and peacekeeping budgets.
FM37	Integrates programme performance output and programme monitoring information.	Improves the ability to monitor programme performance and eliminates redundant data entry.
FM38	Integrates departmental and central budget processing for the regular, extrabudgetary and peace-keeping budgets.	Eliminates redundant data entry and improves the timeliness of budget formulation.
FM39	Provides the capability for departments to view budget changes resulting from reviews by central budget and committees on-line.	Improves timeliness of the review of budget formulation data.
FM40	Provides the capability to establish standard costs for non-personnel resources based on actual costs (in addition to the standard costs already being established for personnel resources).	Improves the ability to estimate costs for a wider range of resources.

ID	IMIS feature	Benefit
FM41	Provides the capability to establish a spending plan and track performance against the spending plan.	Improves control of funds and long-term cash forecasting.
FM42	Provides on-line capture of worldwide post information for loan, freeze, creation, and transfer decisions.	facilitates the timely monitoring of the status of worldwide posts.
FM43	Provides integration of post management data for human resources and budget areas.	Facilitates the monitoring of the status of posts.
FM44	Provides a unique identifier for each post over time.	Eliminates the manual effort currently required to track and reconcile history of a post.

B. Human resources improvements

ID	IMIS feature	Benefit
HR1	Provides integration of personnel and payroll information for effective date (e.g., retroactive, current and future) processing of personnel actions.	Eliminates duplicate data entry in payroll and personnel.
		Reduces the cycle time to prepare and approve personnel actions by eliminating the need to consult the official status file and fact sheets.
HR2	Automates the eligibility for and calculation of entitlements using an expert system and provides integration of this information with the payroll system.	Provides consistent application of entitlement eligibility and other rules.
		Eliminates manual calculation of entitlement amounts.
		Provides monitoring and control of entitlement exceptions.
		Provides flexibility in establishing and changing entitlement rules.
		Provides automatic calculation of entitlements based on the effective period (e.g., retroactive and current) of the approved personnel action.
HR3	Provides monitoring capabilities of personnel actions and entitlement exceptions.	Improves monitoring and control of personnel actions and entitlement exceptions.
		Facilitates the review of policy decisions.
		Provides more consistent application of entitlement exceptions.
HR4	Provides simulation of impact of entitlements.	Provides quantitative assessment of policy changes.

ID	IMIS feature	Benefit
HR5	Provides comprehensive rental subsidy, education grant and mobility statistical reporting.	Eliminates redundant data entry to support rental subsidy, education grant and mobility statistical reporting for Consultative Committee on Administrative Questions (CCAQ) and International Civil Service Commission (ICSC).
HR6	Provides integration of insurance and payroll information.	Eliminates duplicate data entry in insurance and payroll. Improves control over payment of insurance premiums. Reduces cycle time to reconcile premium payments.
HR7	Automates after service health and dental insurance eligibility and other rules.	Eliminates insurance premium overpayments. Provides consistent application of insurance eligibility and other rules. Reduces ASHI enrollment cycle time.
HR8	Provides integration between insurance and personnel information.	Provides up-to-date and accurate staff member (including new staff members) and retiree status information . Eliminates the duplication of data entry of staff member basic information. Improves tracking of eligible insurance participants. Provides up-to-date and accurate dependent and beneficiary information.

ID	IMIS feature	Benefit
HR9	Provides integration between leave and attendance and personnel information.	Consolidates the leave and attendance record-keeping for all staff (e.g., annual, sick, certified sick, time worked, overtime, compensatory time off, night differential, home leave).
		Improves tracking of leave accrual and usage.
		Improves accuracy in recording overtime, compensatory time off and night differential.
		Eliminates the need for manual tracking of eligibility to sick leave at full and half pay.
		Provides accurate recording of eligible overtime, compensatory time off and night differential.
		Reduces the manual effort to determine eligibility for leave, overtime, compensatory time off and night differential.
		Minimizes leave eligibility errors.
HR10	Automates sick leave certification.	Improves tracking of certification of sick leave.
HR11	Provides integrated personnel status information for payroll processing.	Reduces the number of salary advances processed.
		Eliminates (payroll) payments to staff members with expired appointments.
		Reduces the cycle time to establish a new or reappointed staff member in the payroll system.

ID	IMIS feature	Benefit
HR12	Provides payroll processing for 300 series staff.	Eliminates the manual calculations and supporting processes to pay 300 series staff. Provides accurate and consistent payment of 300 series staff. Provides accurate and consistent payment of overtime, compensatory time off and night differential.
HR13	Provides automated scheduling of advance recoveries.	Improves the accuracy and control over the scheduling of advance recoveries.
HR14	Provides capability to track former and current staff member debts.	Improves tracking of former and current staff member debts.
HR15	Automates the processing of medical clearance request.	Reduces the cycle time to process the medical clearance request. Provides accurate and up-to-date medical classification/clearance information.
HR16	Provides on-line access to comprehensive personnel information.	Reduces the need to request, obtain and consult paper files (e.g., official status file and fact sheets). Provides up-to-date and accurate personnel information that facilitates the decision-making process and expedites proceedings through the promotion bodies.

/...

ID	IMIS feature	Benefit
HR17	Provides integrated and comprehensive personnel information for reporting purposes.	Provides up-to-date, timely and accurate personnel reporting. Minimizes the manual verification and reconciliation of personnel information used for reporting.
HR18	Provides comprehensive and integrated staff member information to support transfers across duty stations and reappointments.	Eliminates duplicate data entry in receiving duty stations (Headquarters only)
HR19	Provides Performance Evaluation Report information.	Provides timely and thorough tracking of staff members requiring a Performance Evaluation Report. Provides improved and accurate performance evaluation report information. Improves control over administration of performance evaluation report and rebuttal process.
HR20	Automates the generation of fact sheets.	Provides timely and accurate fact sheet information and reporting.
HR21	Provides an integrated and comprehensive staff member skills inventory and applicant roster including the recording of examination and test results.	Improves accuracy and flexibility in identifying qualified internal and/or external applicants. Eliminates duplicate data entry of applicant roster information and staff member skills inventory data. Provides consistency of roster and skills inventory information for professional, general service and technical assistance staff. Provides up-to-date and accurate examination and test results by person including applicants.

ID	IMIS feature	Benefit
HR22	Provides integrated and comprehensive applicant information.	Provides timely and accurate applicant information and statistics.
HR23	Automates the processes related to administering the fellowship and study tour programmes.	Improves control of disbursement of funds to be used for fellowship and study tour programmes.
		Eliminates manual tracking of interim progress and final reports due from the fellow.
		Eliminates the need for manual preparation and processing of the miscellaneous obligating document.
HR24	Automates job classification processing.	Improves consistency and control of job classification.
		Facilitates standardization of job descriptions.
		Improves the availability of timely and accurate job description information.
HR25	Requires the classification of job description based on movement of staff.	Ensures proper matching between staff member grade, classified level of job description, and budgetary level of the post.
HR26	Automates the recruitment process.	Provides timely and accurate recruitment status information.
HR27	Provides post management reporting for the identification of future vacancies.	Eliminates the manual effort to identify and track post vacancies.
		Provides timely and accurate post assignment information (for example, expiration of appointment and retirement).

ID	IMIS feature	Benefit
HR28	Automates the consultant and individual contractors recruitment process.	Improves the consistency and control of preparation and approval of the special service agreement. Provides timely and accurate consultant and individual contractor information. Eliminates the manual preparation of annual report on consultants.
HR29	Automates the advisory meeting participants' information.	Eliminates the effort to manually track advisory meeting participants. Eliminates the manual preparation of the annual report on advisory meeting participants.
HR30	Automates the processes related to administering the internship programme.	Provides up-to-date and accurate intern data.
HR31	Provides multiple applicant selection for conference staff appointments.	Reduces the cycle time to process conference staff appointments.
HR32	Provides automated support for the collection of geographical information and reporting of the composition of the Secretariat.	Provides timely and accurate geographical distribution reporting to United Nations management.
HR33	Provides automated support for tracking documents issued to staff members by the UN, governments, and other bodies.	Provides timely and accurate identification, travel and other document information. Reduces the cycle time to identify documents to be recovered upon separation/termination.
HR34	Automates the military observers' information.	Eliminates the effort to manually track military observers.

ID	IMIS feature	Benefit
HR35	Provides on-line capture of worldwide post information for loan, freeze, creation and transfer decisions.	Facilitates the timely monitoring of the status of world-wide posts.
HR36	Provides integration of post management data for human resources and budget areas.	Facilitates the monitoring of the status of the posts.
HR37	Provides a unique identifier for each post over time.	Eliminates the manual effort currently required to track and reconcile history of a post.

C. General services improvements

ID	IMIS feature	Benefit
GS1	Provides for the on-line creation, editing, and amendment of travel requests.	Facilitates the initial entry of travel requests, and any necessary edits or amendments.
GS2	Provides the capability to access and select personnel information for the on-line creation of the travel documents.	Reduces the cycle time, and increases the accuracy of the travel request by providing the ability to access current and accurate personnel information from the database.
GS3	Provides for selection from a travel and shipment entitlement database.	Reduces the cycle time for the creation of the travel request process by providing the ability to access current and accurate travel entitlement information from the database.
GS4	Provides for access to financial account information to verify the availability of funds for the certification of travel request.	Reduces cycle time for the travel request certification process through on-line availability of fund/account information.
GS5	Provides the capability to select travel claim information from travel request data.	Reduces the cycle time for the creation of the travel claim by reducing the manual entry of data.
GS6	Provides the capability to maintain and select information from travel data tables (including travel rates, and locations).	Decreases the processing time of the travel request and travel claim by reducing inquiry and manual re- entry time.
GS7	Provides the capability to maintain and select information from shipping data tables (including shipping rates and shipment insurance rates).	Decreases the processing time of the travel request and travel claim by reducing inquiry and manual research and entry time.
GS8	Provides the capability to select information from the request document when creating a requisition.	Reduces the processing time for the creation of the requisition by eliminating the manual entry of existing information.

ID	IMIS feature	Benefit
GS9	Provides the capability for on-line creation, editing and amendment of the requisition.	Facilitates the initial entry of the requisition, and any modifications that may be required.
GS10	Provides the capability for on-line access of financial information to review funding accounts for the certification of a requisition.	Decreases the cycle time for the requisition certification process through the on-line availability of funding information.
GS11	Provides the capability for on-line review and determination of the status of the requisition.	Decreases the time to determine the current status of the requisition within the procurement process.
GS12	Provides the capability to identify and review grouped requisitions and associated status on-line.	Reduces the time involved in identifying grouped requisition data.
GS13	Provides the capability to maintain, access, view, and select catalog code information from a catalog database.	Increases the accuracy of the entry of catalog code information; and decreases the manual identification and entry of catalog code information.
GS14	Provides the capability for on-line review of product lines and offerings by vendor.	Decreases the vendor selection cycle time by providing a listing of current vendor product line information.
GS15	Provides the capability to generate raw and weighted scores and rankings on quantitative and qualitative data for vendor responses to invitations to bid.	Reduces the processing time to develop a method for objectively scoring vendor responses to invitations to bid.
GS16	Provides the capability to select information from existing invitations to bid, request for proposals, requisitions, contracts, and purchase orders when creating new contracting and procurement documents.	Ensures a more timely and efficient method for creating, updating and amending contracting and procurement documents. Decreases the manual effort required to search/identify and enter contracting and procurement information.
GS17	Provides the capability to review and select standard clauses for incorporation into contracting and procurement documents.	Ensures a more timely and efficient method for creating, updating, and amending contracting and procurement documents. Decreases the manual effort required to create and enter contracting and procurement documents.

ID	IMIS feature	Benefit
GS18	Provides the capability for on-line creation, modification, amendment, and approval of purchase orders and contracts.	Reduces the cycle time for the initial entry and update of purchase orders. Increases the timeliness and accuracy by decreasing repetitive manual entry actions.
GS19	Provides the opportunity for volume discounts through the grouping of purchase orders.	Generates the opportunity for volume discount savings resulting from the grouping of purchase orders.
GS20	Provides the capability to provide on-line approval for the financial liquidation of un-used pre-encumbered funds.	Reduces the cycle time involved in the release of pre-encumbered funds.
GS21	Provides the capability to determine the status of any contracting or procurement document.	Reduces the cycle time involved in determining the status of the procurement.
GS22	Provides the capability to review the procurement history of a blanket purchase order, including revisions, status, and amounts called off.	Decreases the time to determine the funds availability for a blanket purchase order.
GS23	Provides on-line capability to determine if an invoice has been paid, when unacceptable items have been received from the vendor.	Reduces the time to determine the appropriate action required for disposition of unacceptable items.
GS24	Provides on-line reporting capability of initial receiving inspection information.	Facilitates the immediate availability of and receiving and inspection information.
GS25	Provides reporting capabilities for damages to shipments.	Reduces the time involved for the tracking and control for the processing of damaged goods.
GS26	Provides for on-line recording of delivery receipts and material movement information.	Reduces the time to identify the location of property items.
GS27	Provides on-line access to inventory location information.	Reduces the cycle time involved in determining the correct inventory (stockroom) locations of items being received, moved, issued, or physically inventoried.

ID	IMIS feature	Benefit
GS28	Provides the capability to review current quantities of expendable and non-expendable stock items.	Reduces the time to determine whether sufficient quantities exist to fulfill stock requisitions. Decreases the processing time of a stock requisition.
GS29	Provides the capability to review the procurement history, including quantities, by catalog code.	Increases the ability to track and monitor the procurement history and stock level quantities by catalog code, in a timely manner.
GS30	Generates a discrepancy listing of physical inventory (on-hand, actual) items that do not match the system quantities.	Reduces the cycle time for the identification and resolution of physical inventory discrepancies.
GS31	Provides the capability to maintain, review and select information from disposition tables.	Facilitates the timely identification of disposition actions resulting in decreasing disposition processing time.
GS32	Provides the capability to on-line create and approve a disposition case for a stock discrepancy.	Reduces the cycle time involved for the creation and initial entry of disposition cases by importing information from the physical inventory discrepancy listing. Decreases the time to identify and review discrepancies resulting from a single physical inventory.
GS33	Generates a listing of pending stock deliveries to be made.	Decreases time to determine stock delivery information, and inquiries.
GS34	Provides on-line access to catalog code information in determining catalog code and decal number assignments for property items.	Reduces the cycle time involved in the process of assigning catalog codes and decal numbers to property items, including loans and donations.
GS35	Provides the capability to determine the assigned physical locations and responsible individuals for property items, sorting by responsible individual, organizational unit or physical location.	Reduces the time to identify the physical locations and responsible individuals of property items. Increases accountability and tracking of property items.

ID	IMIS feature	Benefit
GS36	Automatically generates a historical listing of the physical movements of the property items.	Increases the ability, and decreases the time to accurately track and monitor the physical locations of a property item.
GS37	Provides the capability to maintain, review and select information from amortization tables.	Reduces the cycle time involved in the identification of amortization actions, decreasing disposition processing time.
GS38	Provides the capability to produce statistical summary reports of UN purchases by Member States.	Reduces the time to gather and report on the data and increase the accuracy of the information.

ANNEX II

SYSTEMS TO BE REPLACED BY IMIS

H E A D Q U A R T E R S
Attendance Information Management System (AIMS)
Automated Purchase and Payment System (APPS)
Education Grant PC System
ESD Inventory Systems
Field Staffing Table
General Accounting System (GAS)
Insurance Information System
Materials Management Information System (MMIS)
Online Fellowship System
Online Separation System
Online Travel and Salary Advance System
Payroll System
PC-Based Spreadsheets (Cash Receipts)
PC-Based Spreadsheets (Manual Check Register)
PC-DBIV Database - Insurance
PC Paradox Database - Insurance
PC Paradox Database to Track ASHI Cash Receipts
Personnel System (IPPS)
Programme Performance System
Project Control Records (PCR)
Recruitment Planning and Monitoring System
Rental Subsidy System
Roster of External Candidates System
Experts Recruitment Status System
E C A
Payroll
General Accounts System
Personnel Information: P5 application, staffing table, roster
General Service: Inventory, purchase order
E C L A C
Accounts

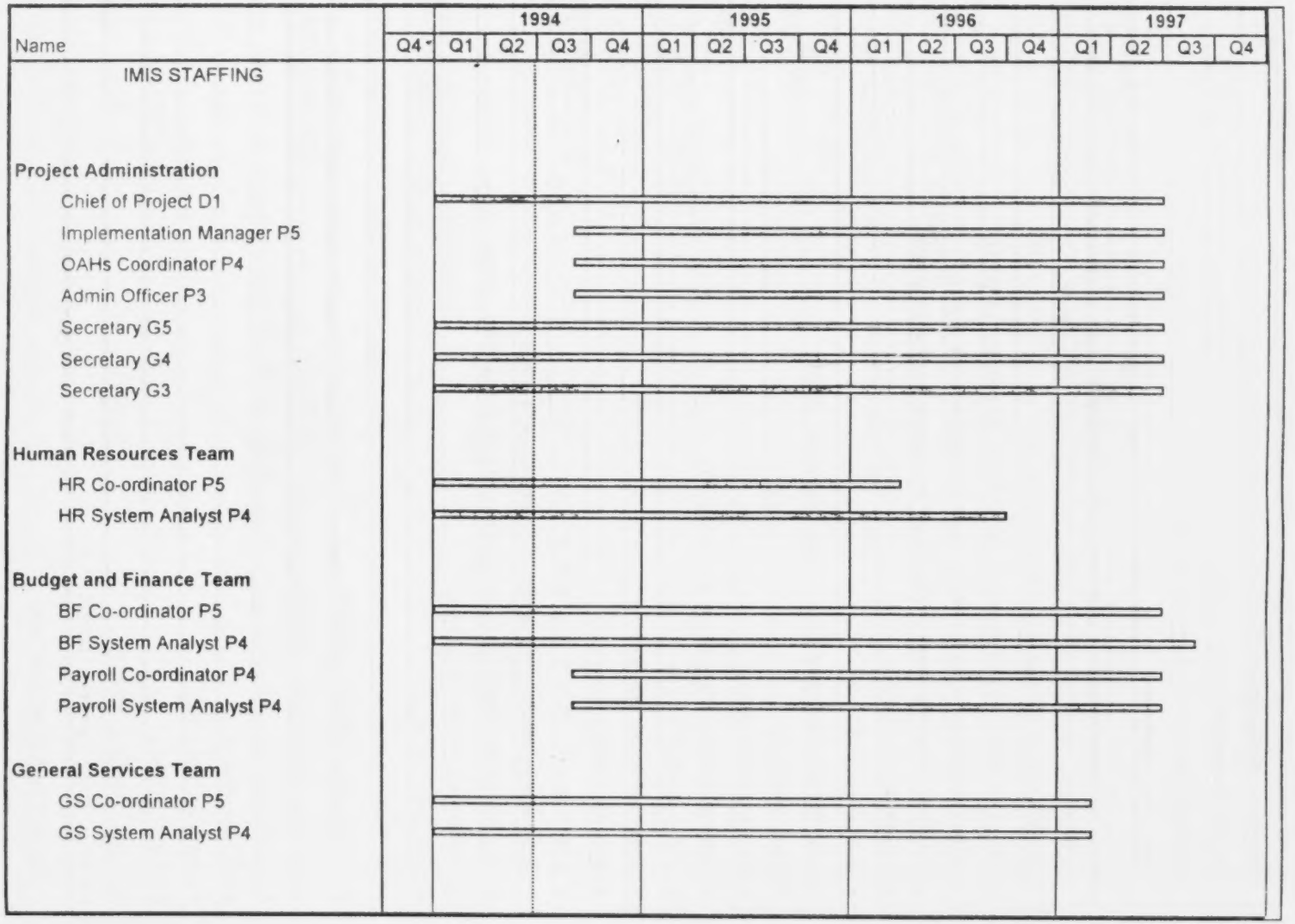
/...

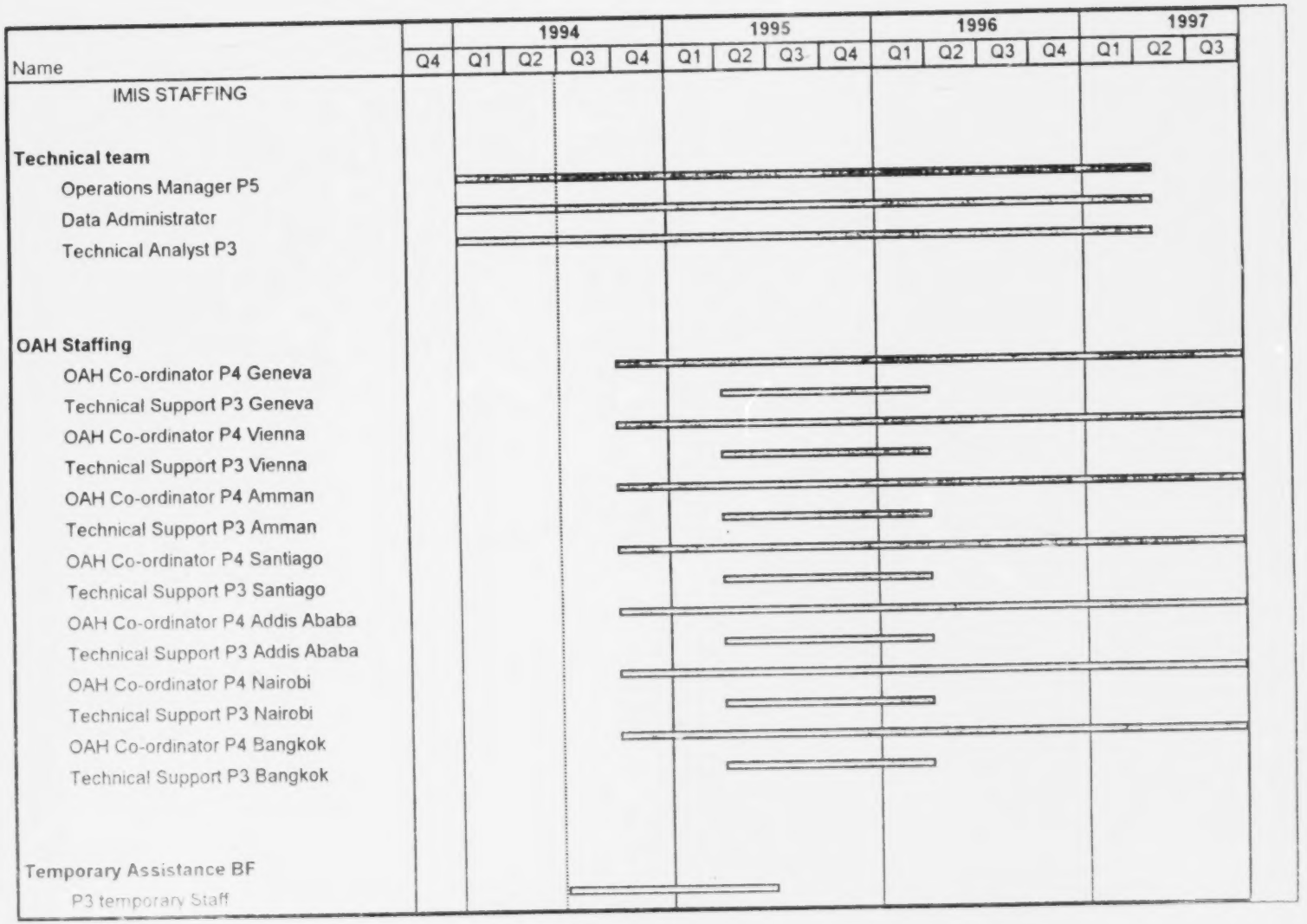
Payroll
Pension Fund
Project Control
Personnel Database
Procurement
E S C A P
Payroll
Accounts
Pension
Medical Insurance Plan (MIP)
Personnel
Letter of Authorization
Pay-change Actions
Accounts Voucher
Purchase Order
Inventory
Receiving and Inspection
Security System
Grounds Pass (ID Card)
Visitor Reception
Overtime
E S C W A
Account Payable and Receivable
Staffing Table
Personnel Information Data
Procurement
Building Management
U N C H S
Payroll
Accounts
Project Reports
U N E P
Accounting
Payroll

Personnel Management
Project Management
Inventory Control
Travel Management
U N O G
F I N A N C E
Accounts/General Ledger System
Financial Accounting Input Transaction Handling (FAITH)
Treasury/Computer Assisted Treasury Operations (CATO)
Accounts/Computer Assistant Bank Accounts Reconciliation
UN Medical Plan/MIP
Regular Payroll
Short-Term/Field and Short-Term Payroll (FAST)
Rental Subsidy
Payroll to Pension
Electronic Fund Transfer system (DAT)
B U D G E T
Budget performance/BIS
Staffing Tables Control
G E N E R A L S E R V I C E S
Supply Management & Related Transactions (SMART)
Inventory Data Extraction, Accounting and Listing (IDEAL)
Telecommunication Billing
P E R S O N N E L
Bern Cards
Information System (SIRIUS)
U N O V [1]
Accounting
Staffing Table
Inventory Control
Payroll, COBOL
Journal Voucher System
Pension Fund System, COBOL

[1] Currently UNIDO Systems

ANNEX III


Name
1994
1995
1996
1997
Q4
Q1
Q2
Q3
Q4
Q1
Q2
Q3
Q4
Q1
Q2
Q3
Q4
Q1
Q2
Q3
Q4
IMIS STAFFING
Project Administration
Chief of Project D1
Implementation Manager P5
OAHs Coordinator P4
Admin Officer P3
Secretary G5
Secretary G4
Secretary G3
Human Resources Team
HR Co-ordinator P5
HR System Analyst P4
Budget and Finance Team
BF Co-ordinator P5
BF System Analyst P4
Payroll Co-ordinator P4
Payroll System Analyst P4
General Services Team
GS Co-ordinator P5
GS System Analyst P4


Name
1994
1995
1996
1997
Q4
Q1
Q2
Q3
Q4
Q1
Q2
Q3
Q4
Q1
Q2
Q3
Q4
Q1
Q2
Q3
IMIS STAFFING
Technical team
Operations Manager P5
Data Administrator
Technical Analyst P3
OAH Staffing
OAH Co-ordinator P4 Geneva
Technical Support P3 Geneva
OAH Co-ordinator P4 Vienna
Technical Support P3 Vienna
OAH Co-ordinator P4 Amman
Technical Support P3 Amman
OAH Co-ordinator P4 Santiago
Technical Support P3 Santiago
OAH Co-ordinator P4 Addis Ababa
Technical Support P3 Addis Ababa
OAH Co-ordinator P4 Nairobi
Technical Support P3 Nairobi
OAH Co-ordinator P4 Bangkok
Technical Support P3 Bangkok
Temporary Assistance BF
P3 temporary Staff